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UNITED STATES INTELLIGENCE BOARD

COMMITTEE ON DOCUMENTATION
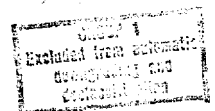
MEMORANDUM FOR: Chairman, CODIB

SUBJECT: Consolidation of Task Team VI Recommendations

In order to facilitate CODIB discussion of the Task Team VI Report, I have extracted all of the recommendations, which are scattered throughout the report, and have listed them on the attachment hereto. I have made no attempt to arrange them in priority order other than to begin the list with those five which the Task Team recommended for immediate initiation. If you think this will be useful, we can reproduce copies for the CODIB members and have them for the meeting on 16 December.

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Chief, CODIB Support Staff

Attachment: A/S

CONSOLIDATED RECOMMENDATIONS OF TASK TEAM VI - R&D

*1.   Establish a mechanism for formulating IDH-R&D objectives
and policies for the Intelligence Community. This mechanism should
be permanent and consist of members and alternates from each USIB
agency with a full-time executive secretary. It would attempt
coordination of USIB objectives, plans, policies, review and eval-
uations, would be the principal advisor to the Chairman, USIB and
should, if deemed advisable for critical areas, develop policies,
plans, and procedures with subsequent recommendations for delegation
of R&D responsibility within USIB. It should be able to initiate
requests for R&D planning and budgetary submissions for information
and coordination functions with no approval authority. (See pages
8 and 48).

*2.   Allocate more resources--both funding and personnel--
into improving our warning and indications capabilities. Additional
funding required for contractual assistance for first 2-3 years would
be approximately $50,000 each from NSA, CIA, and DoD with at least
two people from each part-time for approximately one year. (See
pages 24-29 and 48).

*3.   Produce a comprehensive list of information services,
either sponsored by government or available by other means, which
contain information on current and pertinent R&D of use to the
USIB IDH-R&D Community. This should be followed by an R&D effort
aimed at determining improvements or changes in information use
patterns of members of the USIB R&D Community resulting from
dissemination of the comprehensive list. This would cost approxi-
mately $150,000 contractual funds plus full-time managerial
services of two USIB personnel for about 9 months for this and
recommend 8 and 9 below. (See pages 10, 44, and 49).

*4.   Evaluate two different types of existing IDH systems to
establish methodology and authoritative criteria for determining
what constitutes a reasonable IDH system. It is anticipated that
these evaluations will be costly in both people and funds. It is
estimated that it will require about two years and cost about
$500,000 per system plus the cost of USIB Community participants
who will have to be assigned to the tasks. (See pages 31-32
and 49-50. See also item 11 below).

*5.   Establish a feed-back mechanism (an informal review
group is recommended) between finished intelligence users and
producers and the IDH-R&D establishment in order to determine

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*Recommend for immediate initiation.

whether or not IDH capabilities are adequately exploited and good usage made of all available data and from this determine the most rewarding areas for IDH-R&D. The review group could be formed within the policy mechanism recommended above (Item 1). However, an initial analysis is needed to determine feasible feed-back techniques. This will require part-time services of 3 to 5 experts from the USIB IDH Community for about one year plus the full-time assistance of two outside experts at a cost of about $75,000. (See pages 11 and 50).

6. Establish a formalized reporting mechanism under USIB Sponsorship to disseminate technical and planning information concerning IDH-R&D within the USIB Community. The notion of a Central Register service for R&D technical and planning data should be considered seriously. (See pages 8-9).

7. Members of the IDH-R&D Community should be subjected to an established and scheduled evaluation to measure their effectiveness, competence and awareness of the current R&D underway. (See page 9).

8. Establish an agreed-upon organizational listing of the IDH-R&D Community. (See pages 9-10. Also items 9 and 13 below).

9. Establish a phone directory of IDH-R&D Community members with their recognized specialties. (See page 10).

10. Take the following immediate steps to improve the photo interpretation process:

    a. Provide formal description of both used and feasible PI procedures.

    b. Evaluate and experiment with PI procedures that can be formally described.

    c. Determine critical areas (where procedure changes or automated aids will alleviate the problems) and initiate the required R&D.

    d. Put more emphasis on research into human factors of PI.

    e. Determine essential features of various types of PI and initiate R&D to effect improvements.

    f. Determine improved instructional techniques for photo interpreters.

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g. Improve document and information storage, handling and retrieval aids to photo interpreters. (See pages 30-31).

11. Experimentation with and evaluation of the following type systems or organizations:

a. Document control and dissemination system

b. A warning and indication organization

c. A scientific and technical intelligence production organization

d. A multiple-user automated system

(two of these might be included under item 4 above).

12. Sponsor a community-wide program to prepare models of selected important portions of the Intelligence Community as a technique for determining bottlenecks, gaps or deficiencies in the intelligence process. (See pages 32-34).

13. Clarify and evaluate organizational and personnel data and charts as reflected in the report as soon as possible as a starting point towards understanding and improving the IDH-R&D Community. (See pages 38-39 and Appendix I. Also items 8 and 9 above).

14. Allocate a larger portion of the IDH-R&D resources to the seven areas requiring self-sufficiency within the Intelligence Community. (See pages 40-44).

15. Sponsor a project to define and perhaps re-label the IDH processes, to determine those processes critical to different intelligence applications and which are in need of improvement, to categorize on-going IDH-R&D efforts so as to identify which processes will be improved by the on-going R&D efforts and to recommend R&D efforts to improve those processes which will not be improved by the on-going R&D efforts. (See pages 45-47).

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